

THE BEST WAYS TO KILL INNOVATION IN YOUR ORGANISATION

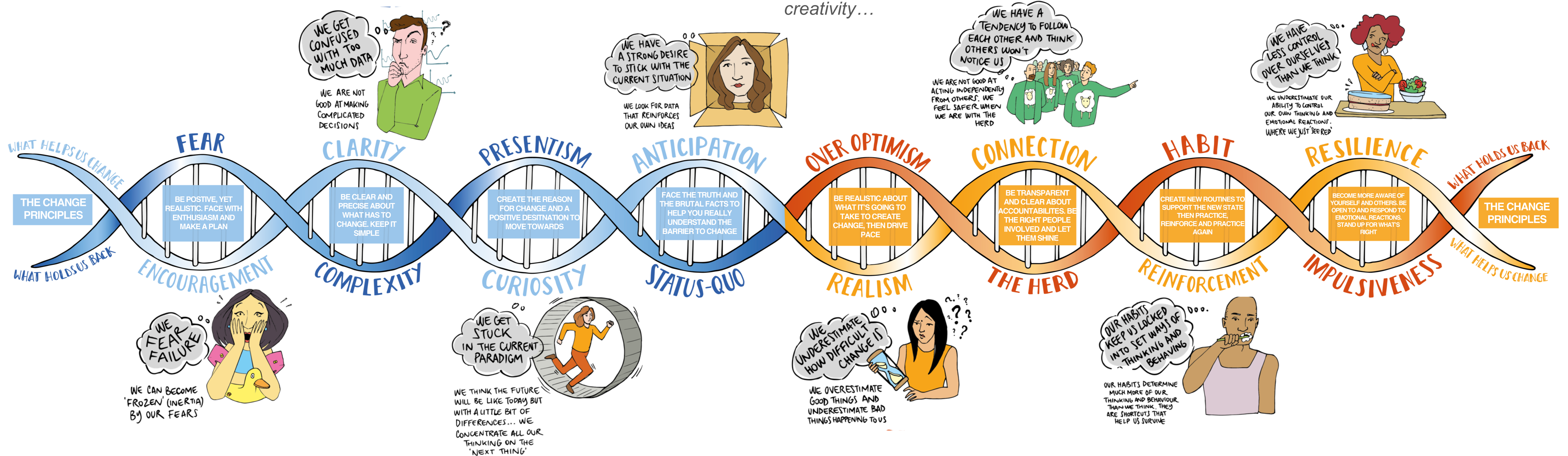
...or try the opposite if you want to encourage innovation to flourish

BEFORE CHANGE HAPPENS

- Create a climate of fear**
 - Continuously discourage open thinking & engagement with what's happening in the business and wider world
 - Encourage risk aversion and a fear of failure; put everything on the line; make it feel risky to talk new ideas
- Stay in the here and now**
 - Think 'if it isn't broke don't fix it'; go for tried and tested & look for 'innovative best practices' to copy
 - Fixate on yourself and overload people with work

AS CHANGE IS HAPPENING

- Be unrealistic about resources**
 - Throw everything at it from the start; lots of highly paid MBAs, consultants & experts all in their own department
 - Or carefully & consciously limit time, money & resources then tell people constraint enables creativity...
- Enforce established project mgt disciplines**
 - Relentlessly identify, categorise, prioritise risks & issues for bureaucratic PMO reviews
 - If new ideas get through, connect them up to yesterday's KPIs and reward systems



Complexify what we are trying to do

- Be ambiguous / fuzzy about the problem we are trying to solve & vague about what good looks like
- Create confusion about who is doing what with a lot of silos

Ask for more data

- Demand rigorous analysis of all possible scenarios / proofs that it will work or business cases based on how value was created in the past
- Ask lots of "What about?" not "What if" questions

Create illusion of innovation

- Tell everyone to innovate about everything all the time: use 'big bang' events with academics & famous speakers facilitating flip chart brainstorms
- Launch bright ideas programme but then give standardised responses

Publicly humiliate those with new concepts

- Have a Dragon's Den where leaders point out flaws and gloss over potential - be patronising if at all possible
- Pulse the informal network with gladiatorial winners vs. losers, furthering a sense of shame

AS HUMANS WE'RE NOT GOOD AT CHANGE, BUT WE CAN BE. THERE IS BOTH A SCIENCE AND AN ART TO IT THAT CAN BE LEARNED